Classification and Compensation Study
Pinellas County, Florida
Personnel Board Update

Presented by:

February 1, 2018
Overview

- Study Goals
- Project Phases
- Employee Meetings
- Current System Review
- JAT Responses
- Compensation Survey
- Next Steps
Study Goals

• Review current classification and compensation system to ensure internal equity

• Survey peer organizations to ensure external equity

• Produce recommendations to provide the organization with a classification and compensation system that is equitable, both internally and externally
**Project Phases**

**Phase 1: Outreach**
- Employee Meetings
- Job Data (JATs)

**Phase 2: Classification**
- Classification Structure
- Career Path

**Phase 3: Compensation**
- Comp Survey
- Market Positioning

**Phase 4: Solution**
- Implementation Options
- Reporting
**Employee Meetings Comments - Positive**

- **Benefits** – The County’s employees expressed that the benefits package, specifically paying the majority of the cost for individual coverage, working conditions, and the pride they feel by serving their community, played a positive role in affecting morale.

- **Culture** – Several employees described the quality of people they work with as the number one reason they’ve stayed with the organization. Many also cited having a wonderful relationship with their direct supervisor as a key reason for staying.

- **Environment** – Many County employees expressed that the county’s vast and lush green space, scenery and trails to be a true gem and advantage in quality of life compared to close by cities as well as the metro-Miami area.

- **Schedule** – With a few exceptions, employees expressed their satisfaction with the hours worked leading to a greater work life balance, especially by having weekends off as well as designated paid time off.
Employee Meetings

Comments - Concerns

• **External Equity** – Feedback on the competitiveness of pay in Pinellas County was mixed, with some employees sharing that their starting pay is lower than in other municipalities but they have decent opportunities to increase pay thanks to the career ladder.

• **Internal Equity** – There was slight concern that within some departments, subordinates are more highly paid and have a higher earning potential compared to their supervisors.

• **Professional Development** – A number of employees indicated that opportunities for advancement via the “career ladder” was amazing and worked in their favor. Others indicated that this ladder was more prevalent in the past but they have not seen enough positive change come from it in recent years.
Employee Meetings

Comments – Concerns

• **Pay Increases** – The general consensus is that salary increases across all major departments are not consistent or equitable.

• **Performance Management** – Some positives from a Supervisor’s viewpoint were that it does not take too long to complete. On the other hand, Supervisors mentioned the importance of giving employees feedback more than just quarterly. The general perception of the current evaluation process is currently undesirable.
Current System Review

• Strength:
  ➢ The County has avoided letting employees stay at the minimum or maximum of their pay grades.
  ➢ The County has a very strong, positive relationship between tenure and pay grade penetration.

• Weakness:
  ➢ Range spread, generally recommended to be between 50-70 percent, varies across several grades. The County’s three plans have range spreads varying from 48.7 percent up to 86.4 percent, even after removing the banded pay grades.
  ➢ There appears to be some compression in some pay ranges.
Compression Analysis

- Pay compression can be defined as the lack of variation in salaries between employees with significantly different levels of experience and/or responsibility.

  - Range Compression – employees in the same job, but with different levels of experience not possessing sufficient pay variation.

  - Rank Compression – employees in a supervisor-supervisee relationship not possessing sufficient pay variation.
JAT Completion

• Number of JATs issued: 3,057

• Number of JATs completed: 2,706 (88.5%)

• Number of JATs reviewed by supervisor: 2,489 (91.9%)

• Variation in response: 164 (.06%)
Comp Survey

• Salary and benefits survey resulted in 19 responses.

• All responses are adjusted for cost of living differentials.

• Salary ranges and average actuals were collected from the respondents.

• A total of 134 jobs were benchmarked representing all participating parties.

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Next Steps

• Finalize classification plan – February 2018
  • Identify all classification titles to be utilized
  • Link current classifications to proposed classifications
  • Finalize career paths

• Finalize compensation plan – February 2018
  • Finalize salary survey results
  • Estimate pay ranges based on market values
  • Assign placement in the ranges

• Propose implementation plan – March 2018
  • Address equity issues (internal and external)
  • Provide infrastructure for future pay initiatives
  • Provide salary recommendations for all employees

• Revised class descriptions – April 2018
  • Create new class descriptions
  • Revise current class descriptions